

CONFIDENTIAL

D12/S 68. 4/001

OFF 112-1

5 AUG 1968

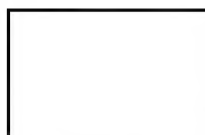
MEMORANDUM FOR : Assistant Deputy Director for Support

SUBJECT : Central Processing Branch (CPB)

Jack:

1. This is in response to your note requesting to be updated on actions taken as a result of the Survey Report of the Central Processing Branch.

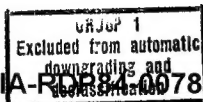
2. Our response to the report dated 1 March 1968 indicated the various types of actions we would take as a result of the CPB Survey Report. Some of these actions were initiated but the overall work to be done was somewhat deferred pending arrival of our new Chief, Benefits and Services Division. We will be prepared to submit a detailed response reporting on the status of our work in CPB on or about 3 September 1968.



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Robert S. Wattles  
Director of Personnel

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FILE

DD/S 68-3868

MEMORANDUM FOR: Director of Personnel

Bob :

Would you please bring us up to date on your actions on a memorandum to you dated 25 March 1968, subject "Survey Report of the Central Processing Branch" (DD/S 68-1547).

John W. Coffey  
Assistant Deputy Director  
for Support

ADD/S:JWC/ng (30 July 68)

Distribution:

Orig & 1 - Adse

1 - DD/S Chrono

✓ 1 - DD/S Subj w/background DD/S 68-1547

Informal Memo to D/Per -  
same subject

Ref DD S 68-1547  
Bob -

Would you please  
~~give~~ bring us up to date  
on ~~your~~ actions on the  
above subject?

TRANSMITTAL SLIP		DATE 11 July 68
TO: <i>Mr. Coffey</i>		
ROOM NO.	BUILDING	
REMARKS: <i>Per our telcon of today - your intent to follow-up with D/PERS.</i>		
<i>RBU</i>		
25X1		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(57)

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27 June 68

Is follow-up with OP

appropriate?

(Its been 3 months since  
our memo to D/Pers.)

P.

*yes - suggest RBW*

*talked with JWC - he prefers to  
discuss with House*

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FILE

04M2-1

DD/S 68-1547

**MEMORANDUM FOR: Director of Personnel**

**SUBJECT : Survey Report of the Central Processing Branch**

1. As discussed with you, your basic approach to action on the recommendations contained in the January 1968 Survey Report of the Central Processing Branch is approved. Some of the specifics must obviously await the results of additional Office of Personnel in-house discussions. — We are most interested in discussing the subject further after these are completed.

2. Also as discussed, the recommendation to initiate now discussions with the Deputy Director for Science and Technology on VIP travel will not be implemented. It is considered more important to work on other aspects of the Survey first.

John W. Coffey  
Assistant Deputy Director  
for Support

2 Atts

Att 1 - Memo dtd 1 Mar 68 for DD/S fr D/Pers,  
above subj

Att 2 - Proposed Memo for DD/S&T fr DD/S,  
above subj

ADD/S:JWC/ms (25 Mar 68)

Distribution:

Orig & 1 - Adse, w/O<sup>3</sup> of Att 1 (DD/S 68-1065) & O&4 of Att 2 (DD/S 68-1066)

1 - DD/S Chrono /

1 - DD/S Subject, w/cys of Atts & Background (DD/S 68-0467, 68-0075)

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6 MAR 1968

NOTE FOR: Mr. Bannerman via Mr. Coffey, 

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I am attaching hereto the comments of the Director of Personnel on the survey of the Central Processing Branch conducted by a task force composed of representatives of the Offices of Personnel, Finance, and Logistics, and completed in January 1968.

The latest survey contains basic recommendations with respect to management supervision, at the Branch level and at the Division and higher levels, similar to the comments made in the survey of March 1967; there is even a similarity in comments by the Office of Personnel on the two surveys. The latest paper, however, proposes a "solution" involving a novel theory of management -- in effect to bypass the Branch Chief and have the Division Chief conduct sessions with lower echelon personnel within the Branch. The problem seems to be misidentified as one of the Division Chief's personal image; the report points to a case of failure of Management. To proffer the partial solution of also involving the Deputy Division Chief, who is basically an insurance expert, in nowise faces up to the basic problems:

- a. Adequate Branch leadership.
- b. The organizational relocation of the Branch, commensurate with its importance and level of activity.

Other comment:

- a. Paragraph 4 a.: Mr. Wattles' memo suggests that you sign a memo to the Deputy Director for S&T relative to the problem of the processing of VIP TDY travel. I recommend that you do not sign this memo; it would seem to be premature in that exploratory approaches should first be made to the executive officer, or other officials, of DDS&T, at a lower level.
- b. Paragraph 4 b. (1): Again the suggestion that the Branch Chief be bypassed for all practical purposes. Also raises the question as to why the Office of Personnel is apparently just now getting around to a "serious appraisal" of the abilities of the Branch Chief.

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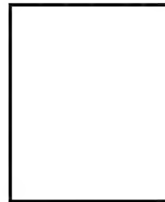
c. Paragraph 4 b. (3): The Director of Personnel proposes to discuss the inspection of commercial storage and packing companies with the Director of Logistics; we agree that this function belongs with the Office of Logistics.

d. Paragraph 4 b. (4): Although it is not definitely indicated who will undertake this customer relations program, this is a Branch Chief responsibility to a considerable degree, and a matter that the Division Chief cannot logically do for the long haul as a substitute for the Branch Chief.

e. Paragraph 4 b. (5): This matter of having a pre-processing check list was discussed by the undersigned with both the Branch Chief, and Mr. Wattles last March.

Many of the matters dealt with in the report fall under the heading of customer relations. This is an area that has been neglected (Report -- Pg. 6, Para 5 d. (3) (d) ). Before any attempt is made to publish a Headquarters Notice, as suggested by Mr. Wattles, it would seem that informal discussions with customers are in order to seek mutual solutions to problems and, hopefully, obviate the need for any such Notice.

I have not prepared any response for your signature pending an opportunity to ascertain your reaction to the Director of Personnel's proposals.



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17/15 68-1065  
1 MAR 1968

MEMORANDUM FOR: Deputy Director for Support

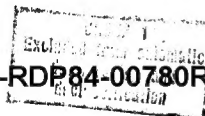
SUBJECT : Survey Report of the Central Processing Branch

1. This memorandum submits recommendations for your approval; these recommendations are contained in paragraph 6.

2. Before supplying comments on the survey report of the Central Processing Branch (CPB), let me again note how pleased I am with the performance of the Support officers who conducted the survey. Their work was thorough and efficiently conducted with a minimum of disturbance in CPB, and I truly believe that they more than capably fulfilled the requirement imposed on them.

3. With respect to the report itself and the specific recommendations contained therein, I wish to begin with an observation on recommendations 7a. (1) and (2). Despite my earlier comments concerning the overall quality of the survey, I do feel that the various comments on CPB's relationships with higher echelons are distorted, such as the statements in paragraph 5 a., d. (3) (a) (1) that higher management, Division Chief and above, has failed to grasp sufficiently a working understanding of the Branch's overall mission. Unfortunately, this observation and the recommendations which flowed from it were based only on conversations with CPB personnel and not with the Chief, Benefits and Services Division (BSD) or with me in my former command capacity so that we did not have the opportunity to discuss this matter from a different point of view. Yet, these comments have merit, but for an entirely different reason: obviously the CPB employees who must have expressed these opinions to the Task Force members feel this way and to them, the shortcomings of higher management are real, indeed. Thus, Chief, BSD and I now believe that the problem is of a different nature, probably more serious, but one that is easily correctable--communications. Especially taken in the light of another recommendation concerning the need for Chief, CPB to conduct staff meetings, it is clear that the interest, policy direction, and other aspects of our relationship with and involvement in CPB affairs have not been communicated throughout the Branch. There are probably other areas where the failure noted in the survey report is one of

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communications and supervisory technique rather than supervisory disinterest or apathy. Consequently, and although C/CPB has attended BSD's regular staff meetings, Chief, BSD is embarking on a different approach or technique in meeting his CPB supervisory responsibilities which will involve a more direct and personal association with the Chief, Deputy Chief, and each Section Chief in CPB. For example, he plans to conduct monthly round-ups (or more frequently if it appears necessary) with this group for the purpose of providing a forum for the interplay of ideas between the Branch and higher management. The round-up will also provide an opportunity on a regular basis for a direct and, if need be, candid discussion of problem areas, review of suggestions, and for a flow of information. Further, Chief, BSD is instructing his Deputy to devote on a continuing basis a portion of time to CPB matters and personnel. There will be other ways of demonstrating through improved communications our interest in CPB, its work, its problems, and its personnel and I am satisfied that we can quickly resolve at least this one important and serious aspect of the survey report--covered by recommendations 7a. (1), (2), (4) and (5).

4. With respect to the other recommendations in paragraph 7 of the survey report, I submit the following comments:

a. Higher Management: The recommendation in 7a. (3) that higher management consider the feasibility of having CPB process VIP TDY travelers, except where cover or security circumstances require otherwise, is a matter beyond my authority to implement since another unit in another Directorate is involved. My suggestion here is that you consider raising this recommendation with the Deputy Director for Science and Technology and invite his consideration of a joint review by representatives of your office and of his to conduct the recommended inquiry. If you agree, an appropriate memorandum for your signature is attached.

b. Branch Management:

(1) Recommendations 7b. (1), (2), (3), (4), (5), (9), (15), (16), and (18) all relate to important aspects of CPB management. We agree that each of these areas needs attention and these individual items will become a matter of discussion by Chief, BSD with all of the CPB supervisors, i. e., the Chief, Deputy Chief, and Section Chiefs. It is obvious that there will also have to be a serious appraisal of the Branch Chief's ability to provide the "dynamic leadership" suggested in the report and covered by these recommendations.

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(2) Chief, CPB will be instructed to establish a working liaison with Chief, Central Travel Branch called for by recommendation 7b. (6).

(3) Recommendation 7b. (7) recommends the reinstatement of a program of central quality control and inspection, including periodic inspection of commercial companies. We agree that this is important but believe this is more properly a function for the central Office of Logistics to perform since in past years this responsibility was carried by the previous Transportation Division. With your approval, I will ask the Director of Logistics to reinstate the program.

(4) We agree that it is important for CPB to develop a closer relationship with "customer components", as recommended in 7b. (8). Toward this end we will start with a series of briefings, including the monthly meeting of personnel officers held by the Clandestine Services Personnel Staff, and direct discussions with Support Chiefs and administrative officers not only to enlist their cooperation in facilitating the work of the Branch, but also to request their criticisms, suggestions, and help for improving the services rendered by CPB.

(5) It is easy for me to accept the recommendation contained in paragraph 7b. (10) since I had suggested such a preliminary processing mechanism some time ago. Its implementation was deferred pending the conclusion of the survey and it is interesting that the Task Force conceived this mechanism on its own and with no prompting. Earlier, however, I thought we should first test its validity on an experimental basis and had already obtained agreement from at least one Support Chief to try it on selected travelers. We had planned to keep precise records on the actual processing time spent by the traveler in CPB for comparison with our present practice in order to establish whether any savings of time and convenience resulted. Frankly, I believe this system cannot help but improve the processing of travelers and am prepared to implement the suggestion immediately. We may need your help, however, in instituting the idea since we know that some officers might object. Earlier, at least one Support Chief felt that his office would end up performing the pre-processing work, and for this reason he objected to the experiment in his component. If we find resistance to the new procedure, it may become necessary to issue a regulatory instruction.

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(6) Recommendations (11), (12), (13), and (17) are accepted and action will be taken to implement them to the extent necessary and feasible. The recommendation in paragraph (14) is also accepted and to the extent that it may be implemented within the Branch, including the notification to the Central Travel Branch, action will be taken. Again, this involves cooperation of our "customers" and we are considering a Headquarters Notice which will include an appropriate appeal for cooperation.

c. Agency Components Using the Branch Facilities: Of the three recommendations made in paragraph 7c., I believe that the Office of Personnel can prepare the check list recommended, and action to do so has been directed. The recommendations in (1) and (2) are beyond CPB's control but I believe that the importance of the recommendations can be included with the other matters referred to above in a Headquarters Notice.

5. In summary and as indicated above, we will take action to implement 22 of the 26 survey recommendations. Of the remaining four, we will work with the Office of Logistics to implement paragraph 7b. (7) and will prepare some issuance specifying the action called for by paragraph 7c. (1) and (2). If you approve the suggestions contained in paragraph 4a., above, this will respond to the remaining recommendation contained in paragraph 7a. (3) of the survey report.

6. It is recommended that

a. the Director of Personnel be authorized to proceed with the actions described above, and

b. the Deputy Director for Support invite the Deputy Director of Science and Technology to join a review of the feasibility of having the Central Processing Branch process all VIP TDY travelers, except in those instances where cover or security circumstances require otherwise.

7/8/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Att

The recommendations contained in paragraph 6 are approved.

R. L. Bannerman  
Deputy Director  
for Support

Date



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DD/S 68-1066

**MEMORANDUM FOR: Deputy Director for Science and Technology**

**SUBJECT : Survey of Central Processing Branch**

1. Recently I initiated a task force review of current Central Processing Branch functions and procedures for the purpose of updating and streamlining these procedures wherever indicated. The task force consisted of representatives of the Office of Personnel, the Office of Logistics, and the Office of Finance, and their work resulted in a comprehensive survey report which included many significant recommendations for improvements.

2. One of the recommendations made in the survey report is that higher management investigate and consider the feasibility of having the Central Processing Branch process all VIP TDY travelers, except in those instances where cover or security circumstances require otherwise. The task force noted in its report that the travel processing conducted by the Office of Special Activities in your Directorate entails additional work for the Central Processing Branch as its personnel are frequently called upon to assist in the processing details and to act in an advisory capacity. These cases apparently are in addition to others where cover and security reasons necessitate processing outside Central Processing Branch.

3. In the spirit of avoiding duplication and centralizing the travel processing function, except where security and cover considerations dictate otherwise, I think an examination should be conducted of the travel activities of the Office of Special Activities. I would be pleased to designate a representative of my immediate staff to work with a representative of your office should you agree that such an examination might prove useful and should be conducted.

*NOT SIGNED*

**R. L. Bannerman**  
**Deputy Director**  
**for Support**

Distribution:

Orig. and 1 - Addressee

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2 - D/Pers (1 w/held) 1 - OP/BS

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